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STRENGTHENING OF THE UNITED NATIONS SYSTEM

PROGRAMME BUDGET FOR THE BIENNIUM 1996-1997

Letter dated 17 March 1997 from the Secretary-General addressed to the President of the General Assembly

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17 March 1997

Upon assuming the office of Secretary-General, I undertook to lead a thorough and wide-ranging review of the activities of the United Nations and the manner in which they are conducted with a view to reconfiguring the Organization to meet the changing needs of the world community as it moves into the next millennium.

I am now in a position to bring to the attention of Member States my immediate management and organizational measures as described below. This is in keeping with the wish of the General Assembly that there be a timely dialogue between Member States and the Secretary-General on the process of the restructuring of the Secretariat. I do not intend this as a comprehensive review of the overall reform process, which will be the subject of a report I intend to complete in July for submission to the Assembly.

I am determined that change be accomplished in a manner that renews the confidence of Member States in the relevance and effectiveness of the Organization and revitalizes the spirit and commitment of staff.

A. Management reform measures taken to date

I already have taken measures within the Secretariat toward meeting these goals.

First, **I have created a Policy Coordination Group, which I chair, to assist me in the executive direction of the work of the Organization.** Its composition includes the heads of Departments and Offices within the Secretariat, as well as the heads of the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Population Fund (UNFPA). The Group has a dual purpose. It is intended to ensure that the Organization as a whole is managed as an integrated entity and that management and policy decisions by the Secretary-General systematically benefit from advice from all senior programme managers. This is particularly important in meeting the growing number of challenges before the Organization that cut across traditional sectors and organizational boundaries and call for comprehensive responses.

Second, **all United Nations Departments, Offices, Funds and Programmes have been grouped in four principal sectoral areas of the Organization's work - Peace and Security, Economic and Social Affairs, Development Operations and Humanitarian Affairs. Executive Committees have been set up in these areas, each with its own designated Convenor, to facilitate more concerted and coordinated management of the work of the Organization.** In this context, I have determined that the designation of a Special Coordinator for Economic and Social Development is no longer required. These Executive Committees have executive decision-making and coordinating powers. The Convenors will bring to my attention issues that require my personal decision. Some 30 United Nations Departments, Offices, Funds and Programmes and other entities are thus brought together in these four groups by substance rather than by the source of financing. The initiative is intended to sharpen the contribution that each entity is called upon to make to the overall objectives of the Organization and

to help each entity avoid duplication and build on the work and capacities of other entities in furthering that contribution. Human rights issues will cut across the four sectoral groups. The incorporation of a gender perspective within the programmes of the Organization will be an important dimension of the work of the groups.

To support me in my reform efforts, I have appointed an Executive Coordinator for United Nations Reform to advise and assist me in overseeing all aspects of the process that come within my purview. The Executive Coordinator also chairs a Steering Committee on United Nations Reform whose membership includes senior officials representing the span of activities of the Organization, including the Convenors of the Executive Committees.

While most reform changes will be accomplished within the current available financial resources, there will be a need, in some cases, for special external technical and professional expertise that will require extrabudgetary funding. Accordingly, I will be establishing a special trust fund for this purpose.

A Management Reform Group, focusing on furthering management reform measures cutting across the Organization, is being established within the Department of Administration and Management to replace the Efficiency Board and its working group. This will be complemented by reform groups, to be established in each Department, Fund and Programme, to assist in pursuing internal reforms in each United Nations entity. The Management Reform Group in the Department of Administration and Management, in concert with the other reform groups, will constitute a network upon which the Executive Coordinator and the Steering Committee can draw. **The status of the efficiency process and of these managerial reforms will be described in a separate report that I will send to you shortly.**

The overall aim in the establishment of these mechanisms is to involve, on a continuing basis, all United Nations entities in the challenge presented by reform, while organizing and accelerating the reform process through the identification of a clear locus of action.

B. The two-track reform process

The reform agenda is being implemented on the basis of a two-track process. The first track relates to those managerial initiatives and decisions which fall within my authority and that can be taken immediately. The second track involves the preparation of a longer-term programme of reform, which will incorporate: (a) those further measures within my authority, including those which I believe should be subject to consultations with and guidance from Member States; and (b) my proposals in respect of the more fundamental issues, which can only be decided by Member States.

In developing my plans, I am taking careful account of the considerable body of knowledge and analysis that is now available as a result of the deliberations of Member States in the General Assembly and its relevant working groups. Account has also been taken of proposals made by groups of States and by individual States, recommendations emanating from independent commissions and

other bodies, and from the valuable reports prepared by the Office of Internal Oversight Services, the Joint Inspection Unit and the Board of Auditors.

C. Further management reform measures

Transfer of resources from administration to programmes

It is estimated that up to 38 per cent of the resources of the regular budget are devoted to administration and other non-programme costs. This figure includes the budget, finance and personnel components of the Department of Administration and Management, the administrative support costs of Conference Services, public information activities and other programme support costs. I am convinced that this figure is too high and that Member States would welcome an effort to redistribute resources to the programme areas. In this regard, **Member States have made clear that resources saved should be made available for development activities.** I would therefore expect this principle to guide the process of redistribution.

A major aspect of my management reorganization will be to empower programme managers to act decisively in their areas of responsibility and to reduce the layers of centralized administration. This will entail the review and streamlining of relevant financial and administrative rules and regulations. In short, I intend to delegate responsibility and authority, while insisting on full accountability. The increased application of information technology throughout the house and the simplification and speeding up of administrative processes provide the means to facilitate this decentralization. **The aim is an absolute reduction of resources devoted to administration.**

The achievement of this goal will require substantial work across the entire Organization, streamlining processes, sorting out the distribution of resources and staff between departments and the Department of Administration and Management, consolidating and/or outsourcing where appropriate, and recasting the Department of Administration and Management as a Department of Management. The implementation of this effort will require the full participation and cooperation of all Departments and Offices, as well as of Member States and intergovernmental bodies. It will also require consultations and agreement with Member States on the modality by which the funds will actually be reallocated to programmes.

I have directed that a plan be prepared for presentation to Member States for a reduction of at least one third in the proportion of resources devoted to administration and other non-programme costs in the regular budget to be achieved by the year 2001 - and I will make every attempt to go further.

Consolidation of Departments in the economic and social fields

Since taking over as Secretary-General, I have stressed that the promotion of development must remain central to the mission of the Organization and that the work of the United Nations in the economic and social fields must be strengthened.

At present, development activities are conducted primarily by the Department for Policy Coordination and Sustainable Development, the Department for Economic and Social Information and Policy Analysis and the Department for Development Support and Management Services; the United Nations Conference on Trade and Development (UNCTAD); the United Nations Environment Programme (UNEP); the United Nations Centre for Human Settlements (Habitat); the five Regional Commissions; and the four Funds and Programmes, as well as the Office for Project Services. UNCTAD has recently carried out a comprehensive reorganization, the Regional Commissions are in the process of undertaking broad reviews, the Funds and Programmes have undertaken extensive reforms and Member States continue to pay close attention to their operations with a view to stimulating a closer integration of their activities.

The Secretariat has a central role in integrating substantive support to the concerned intergovernmental bodies, but this role is now diffused among the three Headquarters Departments mentioned above.

I am convinced that integrating support for policy formulation, analytical and normative functions and relevant technical cooperation activities will serve to reinforce the necessary critical mass available at Headquarters for this indispensable aspect of the work of the Organization and the overall effectiveness of the Secretariat. It will also facilitate a further rationalization of economic and social work throughout the Organization and vis-à-vis the other organizations of the system. I also anticipate that appreciable administrative savings would accrue from the consolidation. **Accordingly, the Department for Policy Coordination and Sustainable Development, the Department for Economic and Social Information and Policy Analysis and the Department for Development Support and Management Services will be merged into a single Department. Some of the functions and activities of the Department for Development Support and Management Services will be redistributed.** The new structure would maintain a distinct capacity for economic and social data gathering and analysis, consolidate capacities for policy analysis and policy coordination and strengthen support in the key areas of sustainable development, social development and the advancement of women, bearing in mind the importance of sharply enhancing substantive support for the intergovernmental processes of the United Nations in the economic and social spheres. The new Secretariat arrangements should serve to bolster support for Africa's development, South-South cooperation and the sustainable development of small island developing States.

Streamlining and strengthening of services for intergovernmental processes

A priority in the reform effort should be to strengthen the coherence, quality and efficiency of the technical support services provided by the Secretariat to intergovernmental bodies. In this regard, there is a need to streamline and strengthen technical support for intergovernmental processes. The functions involved relate, in particular, to technical support for the General Assembly and its main and subsidiary bodies, and similar support for the Economic and Social Council and other intergovernmental bodies in the economic and social fields, as well as the functions of the Conference Services machinery. I believe that integrating these activities into one Department will markedly strengthen the capacity of the Secretariat to provide efficient and

integrated technical support services to Member States while providing opportunities for significant administrative savings.

I therefore intend to establish a Department of General Assembly Affairs and Conference Services integrating the major technical support services for the General Assembly, the Economic and Social Council and their subsidiary bodies currently provided by the Department of Political Affairs and the Department for Policy Coordination and Sustainable Development, as well as Conference Services. The new Department will lead in establishing a new way of operating conference services in the Secretariat with increased accountability for performance against clear norms and standards of quality and timeliness and increased flexibility to deploy resources to respond quickly. While consolidation is an important means of achieving cost effectiveness, there are some functions that need to be decentralized to locations where they can be performed much more economically. Particular examples are translation, printing and publications.

Reorientation of public information

We must ensure that the tale of the activities of the United Nations is told with more vigour and purpose and to greater effect. To that end, I have concluded that a sweeping revamping of the United Nations public information capacity is an urgent requirement. Revamping these services would be in line with intergovernmental recommendations that have already been made. Action to implement these recommendations has not kept pace, however, with the urgent nature of the problem. There is a need to go further.

The reorientation of public information will be designed to have three principal effects. First, United Nations information activities will in future be geared to providing communications and outreach services to the media, non-governmental organizations and other re-disseminators, utilizing the latest media technologies and techniques. Second, the information capability of the Secretariat will be more intimately linked with and directly supportive of the activities of the substantive departments. Third, resources will be decentralized and refocused to the country and regional levels and greater use made of local resources. The process of integrating those United Nations information centres serving developing countries into the Resident Coordinator's Office will be completed. I would also hope to see information coverage of all Member States that desire it as a result of these changes.

To that end, I intend to transform the present Department of Public Information into an Office for Communications and Media Services and will initiate a detailed review and consultations with Member States.

Streamlining and consolidation of administrative, financial, personnel, procurement and other services

The United Nations and its Funds and Programmes have different but related administrative, financial, personnel, procurement and other services arrangements. Common services arrangements exist in a few areas. In support of the principle of devolving responsibility to the most effective managerial level, experience demonstrates that, in some carefully defined areas,

consolidation produces considerable cost savings and other administrative benefits.

I have therefore decided to initiate a close examination of existing arrangements throughout the Organization with a view to extending common services wherever this can result in more effective services, including the possible establishment of a common services facility.

United Nations at the country level

Member States have made clear their wish to see arrangements put in place to secure greater integration of United Nations activities at the country level, which, nonetheless, will preserve the special characteristics and distinctiveness of the various Funds and Programmes.

A common goal of the United Nations presence at the country level should be to ensure optimal support for national capacity-building: (a) to assist countries to realize their national development goals; and (b) to facilitate the coherent and coordinated implementation of the goals and programmes of action arising from the series of recent international conferences and General Assembly resolutions. This calls for common understanding, policy coherence, coordination and collaboration at both the headquarters and field levels.

In order to achieve greater coherence of planning, programming and implementation at the country level, I have directed that the following steps be taken:

First, **the position of the Resident Coordinator as my designated representative for development cooperation and Leader of the United Nations Country Team should be further strengthened and enhanced.** The team approach to operations in the field, under the leadership of the Resident Coordinator, must be acknowledged without reservations. An expanded functioning of the thematic groups within the Resident Coordinator system should be pursued. The thematic groups should not only function as avenues for information exchange but as mechanisms to review programmes and projects, prior to funding decisions. Governments must know that they are dealing with an integrated United Nations and not one with disparate parts.

Second, **all United Nations Funds and Programmes conducting development activities in a particular country will be requested to join together, under the Resident Coordinator as the Leader of the United Nations Country Team, in the preparation of a common programme and programme-resource framework at the country level in full consultation with and in support of the Government concerned.** A common United Nations Development Assistance Framework should maximize United Nations collaboration in support of country priorities. For this purpose, a common database should be developed in each programme country. Within a single framework document agreed upon with the country, individual Funds and Programmes would retain their discrete programme components.

Third, **the drive to establish common premises and common services arrangements at the country level will be intensified.** A common location will save on administrative costs to the benefit of the programme countries and will

serve to encourage a daily habit of coordination, cooperation and consultation. Implementation of common services arrangements at the field level will release resources for programmes, as will further harmonization of current procurement, personnel, financial and administrative procedures.

Fourth, **I am asking the heads of the United Nations Funds and Programmes, through the Executive Committee on Development Operations, to assist me in ensuring that the selection of the leaders of their country staff result in a mix of skills in the United Nations Country Team compatible with the needs and priorities of the United Nations country activities as determined by the country concerned.**

United Nations Code of Conduct

I expect a total commitment to excellence from the managers and staff of the United Nations. This includes adhering to the highest standards of conduct. **A draft Code of Conduct has now been completed. Staff representatives have been asked to review it expeditiously so that I may submit it to the General Assembly for consideration.**

The Code of Conduct lays out in clear form the expectations for conduct and performance and requires the highest standards of efficiency, competence, independence and integrity of United Nations staff as stipulated in the Charter. It consolidates and updates rules, sets out a framework for accountability for performance and sets standards of conduct designed to avoid real or apparent conflict of interest, including requiring financial disclosure by the senior officials of the Organization.

Reduction in documentation

It has become urgent to stem the tide of documentation, which threatens to overwhelm the productive capacity of the Secretariat and the absorptive capacity of delegations. To take one example, for the forthcoming substantive session of the Economic and Social Council, which lasts for 20 working days, it is estimated that the Council will have documentation consisting of 2,874 pages before it for consideration (an average of 140 pages a day).

I have therefore set a target of 25 per cent for the reduction in documentation produced by the Secretariat to be achieved by no later than the end of 1998. I will review options for streamlining reporting methods and propose further measures to Member States in the near future for reducing documentation and eliminating unnecessary paperwork.

D. Regular budget and staff levels

Regular budget

The actions described above will find reflection, in due course, in the structure and content of the regular budget of the Organization. In this regard, it will be recalled that the regular budget has shown a zero nominal growth since 1994. The 1994-1995 regular budget appropriation was

$2,608 million. The current appropriation for the budget for the biennium 1996-1997 is $2,603 million. The overall decline of $5 million was achieved through real resource reductions of $210 million offset by output cost pressure from inflation and foreign exchange fluctuation.

For the biennium 1998-1999, the General Assembly has approved a budget outline of $2,480 million based on the same price levels used in the latest reading under the 1996-1997 budget. Accordingly, **my proposed budget for the biennium 1998-1999 will contain proposals that will be around $123 million less than 1996-1997 at comparable prices and will represent a real resource reduction.** Assuming the continuation of present inflation and exchange rates, **my goal is for the United Nations to achieve a negative nominal growth budget for the biennium 1998-1999.**

Staff levels

The question of an appropriate level of staff for the Organization has become a matter of preoccupation for many Member States. It is equally an issue uppermost in the minds of the staff.

The present staff level is a product of historical forces involving the mandates conferred by Member States and estimates at particular moments in time of the resources, in particular human resources, required to implement them. It must, however, be constrained by expressions on the part of Member States of their sense of the burden they are willing to bear to support the activities of our Organization. It is a determination that rests on a mix of political, managerial, programmatic and financial requirements.

In considering this issue, it is important to define what is within my responsibility as Secretary-General and what is not. The majority of the staff of the United Nations system work in the specialized agencies, including the World Bank and the International Monetary Fund (IMF), and other organizations, and do not come under my responsibility. Within the United Nations itself, 10,021 posts are authorized under the regular budget of the Organization and are under my direct responsibility. **I have decided to propose for the consideration of Member States a reduction of approximately 1,000 of these posts in the proposed programme budget for the biennium 1998-1999 when it is finally submitted.** The proposed reduction in posts would contribute to a decline of approximately 25 per cent from the peak of 11,994.

Over time, with adjustments of mandates and the impact of new methods of work, further reductions could be possible. Qualitative improvements could produce an efficiency dividend that might result in further reductions. These would be undertaken in a predictable and orderly manner that will not compromise staff morale or performance.

In this context, heads of Departments and Offices will be required to keep the targets set by the General Assembly on gender balance as a guiding factor in their staff decisions. For my part, **I will continue to work together with Member States to ensure that qualified women are given the opportunity to serve in senior positions in the Secretariat.**

E. Action processes

I am initiating a number of action processes to implement each decision with a specific timetable and a designated action manager. The Executive Coordinator for United Nations Reform will assist me in overseeing the setting up and functioning of these arrangements. A more detailed description is in the annex to the present letter.

Although I will deal more fully with institutional issues in my July report, the situation of UNEP requires a more immediate focus in the light of the forthcoming nineteenth special session of the General Assembly for the purpose of an overall review and appraisal of the implementation of Agenda 21, to be held in June. I have, therefore, asked the Executive Coordinator to undertake consultations with Member States on this question as soon as possible.

Different Secretariat units are often involved in issues that flow from the mandates assigned by Member States. I believe it is vital for Secretariat units to work together across organizational and sectoral lines to reduce overlap and duplication in dealing with those issues and ensure more effective focus and utilization of Secretariat capacities. I have asked the Executive Coordinator for United Nations Reform to design an "issue management system" on which I will report more fully in my July report.

I will keep you and Member States fully informed on these and additional measures that will be taken during the next few months.

F. Conclusion

The reform measures I have initiated are designed to contribute to the transformation of the Organization into a more effective, modernized and relevant instrument at the service of the international community. They represent first steps in my reform programme. Resources will be reallocated; departments integrated; administrative costs reduced; functions streamlined; new methods of work introduced; and maximum performance demanded of all staff. **The intention is to strengthen the Secretariat's capacity to deliver programmes and to redeploy resources judiciously for this purpose.**

As I have stated before, reform is not an end in itself. It is a means to achieve a more effective United Nations system that better serves the Member States; a leaner and more efficient United Nations Secretariat, including the Funds and Programmes, with simplified structures, that avoids duplication and achieves greater impact; and a United Nations Organization that is well-managed and more accountable for results.

I am aware that a number of these actions will require the review and concurrence of Member States, in particular where there are implications for the content and structure of the programme budget. In such instances, I will bring them for consideration to the relevant bodies at the earliest practical opportunity. I will seek to ensure that the changes I propose contribute to the full implementation of mandated programmes. Indeed, these proposals are intended to increase the overall capacity of the Organization to implement

programmes. In the event that programmatic adjustments are required, I will seek the necessary authorization from the competent intergovernmental bodies.

Enhancing the performance of the United Nations means, above all, investing in its most important resource - its staff. Over the next several months, I shall be considering a series of initiatives to strengthen further the professional formation of our staff to equip them with new skills and techniques, and to create work-related incentives. A United Nations staff college is being established to foster management excellence and to provide staff with refresher training over the course of their careers. It is essential that the nature of the training and incentives provided be in line with the core competencies required of our staff. I shall outline my plans in this area in my report to be issued in July.

I will make the present letter available to all Member States and Observers.

(Signed) Kofi A. ANNAN

ANNEX

Action processes

Transfer of resources from administration to programmes

Action

The proportion of resources of the regular budget devoted to administration and other non-programme costs will be reduced by at least one third by the year 2001.

Follow-up and implementation

The United Nations spends too much administering itself. In 1995, up to 38 per cent of the Organization's regular budget was spent on administration and other overheads. Less onerous administration means better service for Member States and increased productivity throughout the Organization. Greater use of modern information technology makes possible a wider sharing of information, greater transparency and accountability, and reduced administrative costs. Administrative rules should be reviewed and obsolete and unnecessary rules abolished, thus contributing to better compliance. Rules and procedures should translate the intent of the General Assembly into action in a timely and expeditious manner.

Resources released will be redirected to substantive programme areas in the economic, social and related fields on the basis of proposals to be submitted to Member States. This will be done progressively over the next two bienniums.

The Under-Secretary-General of the Department of Management will be in charge of preparing a plan with a precise timetable for accomplishing this goal.

Consolidation of Departments in the economic and social fields

Action

A single Secretariat department at Headquarters in the economic and social fields will be established.

Follow-up and implementation

A close scrutiny will be made of the programmes of the Department for Policy Coordination and Sustainable Development, the Department for Economic and Social Information and Policy Analysis and the Department for Development Support and Management Services in order to determine whether all of their activities are of high priority, which areas may need strengthening and which could be better carried out by other entities or in partnership with them. As regards the Department for Development Support and Management Services, the analysis will provide the basis for the redistribution of those functions of the Department for Development Support and Management Services which have continued

relevance in accordance with legislative mandates. The expected relationship of the new consolidated entity to the United Nations Conference on Trade and Development (UNCTAD) will be a subject of special focus, with a view to identifying areas for closer cooperation and possible consolidation. The analysis should also incorporate the issue of rationalizing appropriate activities with the United Nations Development Programme (UNDP) and the form any such rationalization should take. At the same time, consideration will be given to the research and normative activities being undertaken in certain areas by the United Nations Funds and Programmes, which may be inconsistent with their core functions, especially now that there will be one central Secretariat Department at Headquarters responsible for economic and social matters.

The Under-Secretary-General for Policy Coordination and Sustainable Development will be the senior official responsible for leading this analysis through an appropriate mechanism established for this purpose. As regards the technical cooperation programmes of the former Department for Development Support and Management Services, he will work together with the Administrator of UNDP and the Executive Director of the Office for Project Services in order to prepare recommendations for action. Further details of the planned rationalization will appear in the report to be submitted to Member States in July.

Streamlining and strengthening of services for intergovernmental processes

Action

A Department of General Assembly Affairs and Conference Services will be established.

Follow-up and implementation

The technical Secretariat support services of the Department of Political Affairs and the Department for Policy Coordination and Sustainable Development will be integrated into the new Department. The conference service functions of the Office of Conference and Support Services will be transferred to the new Department in order to provide integrated technical support to intergovernmental bodies. Responsibility for providing substantive support to intergovernmental bodies will continue to reside in the programme Departments. The support service part of the former Office of Conference and Support Services will remain in the Department of Management. The function of control and limitation of documentation will also remain in the Department of Management through the budgetary process.

The senior official appointed to head the new Department, at the Under-Secretary-General level, will take the necessary steps to prepare recommendations for the establishment of the Department, which will be reported on in July.

Reorientation of public information

Action

The Department of Public Information will be transformed into a new Office for Communications and Media Services, which will incorporate the latest media technologies and techniques.

Follow-up and implementation

The new Office will reorient its approach to the delivery of communications and outreach services to Member States, the media, non-governmental organizations and other re-disseminators, taking advantage of advances in electronic means of communication.

The Executive Coordinator for United Nations Reform will be responsible for establishing a task force to conduct an examination of the Department's current activities and to make specific recommendations on the architecture of the new Office following consultations with Member States. The task force will conclude its work in time for the publication of the July report.

Streamlining and consolidation of administrative, financial, personnel, procurement and other services

Action

An analysis of the feasibility of extending common services facilities will be initiated.

Follow-up and implementation

At the United Nations, organizational arrangements have tended to derive from the source of funding rather than functional and substantive considerations. By establishing sectoral groups, this approach to the management of the operations of the Organization is being revised.

The Under-Secretary-General of the Department of Management will initiate an examination of the feasibility of extending common services, including the possibility of establishing a common services facility.

United Nations at the country level

Action

The coherence, coordination and collaboration of the United Nations operational activities at the country level will be enhanced.

Follow-up and implementation

Fragmentation of the work of United Nations entities engaged in operational activities for development at the country level must be replaced by an integrated approach to planning, programming and implementation under the authority of the Resident Coordinator as Leader of the United Nations Country Team. Coordination should shift from information sharing to goal-oriented United Nations collaboration.

The Administrator of UNDP, in his capacity as Convenor of the Executive Committee on Development Operations, will take the lead in working out the necessary arrangements for this new orientation. He will advise on which proposals need to be brought to the attention of intergovernmental bodies and the executive boards to obtain their concurrence.

United Nations Code of Conduct

Action

A Code of Conduct will be completed.

Follow-up and implementation

Staff representatives have been asked to provide their comments on the draft Code of Conduct by the end of March. Following further consultations within the context of the Staff Management Consultative Committee in April, the Code of Conduct will be submitted to the General Assembly for its consideration. Once completed, it will be brought to the attention of the Administrative Committee on Coordination to foster system-wide consistency in this area.

The Legal Counsel, in cooperation with the Under-Secretary-General of the Department of Management, will be responsible for bringing this initiative to completion.

Reduction in documentation

Action

A target for an early reduction in the documentation produced by the Secretariat has been set in order to achieve a 25 per cent decrease by no later than the end of 1998.

Follow-up and implementation

Every action taken by the United Nations is reflected, sooner or later, in a document, press release or publication. As a result, the Secretariat produces an enormous amount of paperwork. In the biennium 1994-1995, there were 43 million more words or 130 thousand more draft pages translated than in 1988-1989, a 25 per cent increase; 200 million more pages were printed to reach

a total of 1,570 million pages per biennium, a 14 per cent growth in printing output.

The challenge to be tackled in this area goes beyond the question of numbers. The Secretariat must aim to improve the quality of the documentation it produces by making it more concise, readable and action-oriented. Member States, for their part, should be careful not to request reports that are unlikely to contribute substantially to the body of knowledge already available on the subject in question. They should also show restraint in submitting letters and other similar material for circulation. These changes will take time, however, and should not inhibit attempts to reduce the totality of the present documentation overload.

For a start, it has been decided that, as a rule, all documents produced by the Secretariat should be no longer than 16 pages, a reduction from the present standard of 24 pages. Proposals will be presented shortly to intergovernmental bodies in order to secure approval for a reduction in the length of reports produced by those bodies from the standard 32 pages to 20 pages.

The Under-Secretary-General of the new Department of Management will take the lead in devising all necessary measures to meet the target of a 25 per cent reduction in documentation as rapidly as possible.

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Agenda item 136

Financing of the United Nations Assistance Mission for Rwanda

Report of the Secretary-General

Summary

The United Nations Assistance Mission for Rwanda (UNAMIR) was established by the Security Council by its resolution 872 (1993) of 5 October 1993. The present report contains the financial performance report of UNAMIR for the period from 1 January to 30 June 1996. A total amount of $54,573,600 gross ($53,566,800 net) was provided by the General Assembly for that period. The expenditures incurred during the reporting period amounted to $59,620,500 gross ($58,578,400 net) and resulted in additional requirements of $5,046,900 gross ($5,011,600 net). The action proposed in respect of the additional requirements is set out in paragraph 11 of the report and includes the appropriation of an additional amount of $5,046,900 gross ($5,011,600 net) without assessment at the present time.

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I. Introduction

1. The present report contains the financial performance report of the United Nations Assistance Mission for Rwanda (UNAMIR) for the period from 1 January to 30 June 1996 and covers the Assistance Mission's final mandate period, from 1 January to 8 March 1996, its repatriation during the period from 9 March to 19 April 1996 and the administrative closing thereafter for the period up to 30 June 1996.

2. UNAMIR was established by the Security Council by its resolution 872 (1993) of 5 October 1993. The Assistance Mission's mandate has been revised and extended by the Council in subsequent resolutions, most recently in resolution 1029 (1995) of 12 December 1995, which extended the Mission for a final period until 8 March 1996. In the same resolution, the Security Council requested the Secretary-General to reduce the military personnel level to 1,400, to withdraw the civilian police component and to initiate planning for the complete withdrawal of UNAMIR within a period of six weeks after the expiry of its mandate. By its further resolution 1050 (1996) of 8 March 1996, the Council took note of the arrangements made by the Secretary-General for the withdrawal, starting on 9 March 1996, as outlined in his report of 29 February 1996 (S/1996/149).

3. The cost of maintaining UNAMIR as described in the report of the Secretary-General of 1 November 1995 on the financing of the Assistance Mission (A/50/712) was estimated at $51,733,200 gross ($50,417,400 net) and covered the period from 1 January to 30 June 1996. Based on the decisions of the Security Council in its resolution 1029 (1995), the revised cost, reflecting the Assistance Mission's adjusted mandate for the period from 1 January to 8 March 1996 and the projected reduction of the military personnel strength, was presented to the Advisory Committee on Administrative and Budgetary Questions on 18 December 1995. The revised cost estimate amounted to $32,324,500 gross ($31,828,900 net) and was based, in part, on a pro rata application of the Mission's estimated maintenance requirements for the original six-month period. The General Assembly, in its resolution 50/211 A of 23 December 1995, endorsed the observations and recommendations presented orally by the Chairman of the Advisory Committee on the financing of UNAMIR and appropriated to the Special Account for UNAMIR the amount of $32,324,500 gross ($31,828,900 net) for the period from 1 January to 8 March 1996.

4. The budget for the UNAMIR withdrawal from 9 March to 19 April 1996 and its administrative closing from 20 April to 30 September 1996, inclusive of an additional 72 work/months of civilian staff beyond 30 September, was presented separately in the report of the Secretary-General of 8 March 1996 on the financing of UNAMIR (A/50/712/Add.1) and amounted to $19,745,000 gross ($19,462,700 net) for the withdrawal and $4,582,300 gross ($4,102,000 net) for the administrative closing. The General Assembly, by its resolution 50/211 B of 7 June 1996, appropriated the amount of $19,745,000 gross ($19,462,700 net) for the withdrawal period from 9 March to 19 April 1996 and the amount of $4,632,500 gross ($4,152,200 net) for the Assistance Mission's administrative closing subsequent to 19 April 1996, inclusive of the additional amount of $50,200 for the support account for peacekeeping operations.

5. The total resources provided to the Assistance Mission for the period from 1 January to 30 June 1996 amount to $54,573,600 gross ($53,566,800 net).

II. Financial performance report for the period from 1 January to 30 June 1996

6. Column 1 of annex I to the present report sets out, by budget line item, the apportionment of the resources appropriated for the period from 1 January to 30 June 1996. Since the Secretary-General's proposals for the financing of UNAMIR were approved without change, column 1 also reflects the cost estimates that were presented for the period. The related expenditures are shown in column 2 and the savings or overruns are set out in column 4. The unliquidated obligations are indicated in column 3. Supplementary information on the variances in requirements and costs is contained in annex II. The authorized strength of military personnel and staffing, incumbency and vacancy rates for civilian personnel are provided in

annex III, while the planned and actual deployment of civilian and military personnel is contained in annex IV. Annex V presents information on the planned and actual utilization of helicopters and fixed-wing aircraft.

7. Expenditures of $59,620,500 gross ($58,578,400 net) were recorded against the appropriation, totalling $54,573,600 gross ($53,566,800 net) for the period from 1 January to 30 June 1996, resulting in additional requirements of $5,046,900 gross ($5,011,600 net) for the period.

8. The reported additional requirements were attributable to a number of unforeseen developments that had an impact on the Mission's activities during its final mandate and withdrawal periods. While the departure of formed contingents proceeded largely in accordance with the established schedule, the Mission encountered difficulties in arranging for the removal of the United Nations-owned assets and in the timely settlement of disputes involving UNAMIR and its contractors. These extraordinary problems included issues, such as the disposition of UNAMIR equipment, corporate taxation of the United Nations contractors, licensing and imposition of communications fees and differences in the interpretation of the status-of-mission agreement. In addition, delays in the repatriation process were increased owing to the negotiations on the establishment of the United Nations Office in Rwanda (UNOR) and on the transfer of the UNAMIR equipment. Although the originally envisaged time-frame of six weeks for liquidation of the activities *in situ* ending 20 April 1996 proved to be insufficient, UNAMIR was compelled to leave on that date in compliance with the wishes of the Government of Rwanda, with its administrative staff having to relocate to Nairobi.

9. These developments necessitated the continuation of administrative and logistical support personnel in Rwanda beyond the originally projected deadlines and resulted in additional expenditures under all main budget headings related to logistical support. Further adjustments to the original withdrawal requirements had to be made. The earlier than anticipated departure, effective 2 February 1996, of the key military logistic support unit provided to UNAMIR required that the functions of that unit be provided through commercial contractors. The negotiations in connection with the proposed establishment of UNOR gave rise to additional requirements for the storage, prior to eventual removal, of the UNAMIR equipment that had been earmarked for UNOR. In addition, expenditures were recorded in the review period for the settlement of claims and invoices arising from commercial agreements pertaining to prior mandate periods.

10. In order to provide funding for the additional resources in excess of the available appropriation for the period under review, an appropriation by the General Assembly of $5,046,900 gross ($5,011,600 net) is required. A preliminary review of the unliquidated obligations recorded in the Assistance Mission's accounts is being conducted to determine if the required additional resources could be offset by any obligations pertaining to prior mandate periods that may no longer be required. Assessment of the additional appropriation mentioned above is therefore not requested at the present stage.

III. Action to be taken by the General Assembly at its resumed fifty-first session

11. The action to be taken by the General Assembly at its resumed fifty-first session is the appropriation of an additional amount of $5,046,900 gross ($5,011,600 net) for the period from 1 January to 30 June 1996 with assessment to be determined at a later date.

Annex I
Financial performance report for the period from 1 January to 30 June 1996

(Thousands of United States dollars)

		(1) Cost estimates/ apportionment	(2) Expenditures[a]	(3) Unliquidated obligations (as at 28 Feb. 1997)	(4) Savings/ (overruns) (1)-(2)
1.	**Military personnel costs**				
	(a) Military observers				
	Mission subsistence allowance	1 023.3	1 266.3	—	(243 0)
	Travel costs	378.3	308.4	23.4	69.9
	Clothing and equipment allowance	5.2	2.3	—	2.9
	Subtotal	**1 406.8**	**1 577.0**	**23.4**	**(170.2)**
	(b) Military contingents				
	Standard troop cost reimbursement	4 355.9	4 345.3	—	10.6
	Welfare	38.5	82.8	18.8	(44.3)
	Rations	1 213.8	1 696.1	105.0	(482.3)
	Daily allowance	166.4	224.8	—	(58.4)
	Meal and accommodation allowance	75.5	238.1	—	(162.6)
	Emplacement, rotation and repatriation of troops	1 518.7	1 227.1	210.5	291.6
	Other travel costs	15.0	76.8	6.1	(61.8)
	Clothing and equipment allowance	298.3	296.2	—	2.1
	Subtotal	**7 682.1**	**8 187.2**	**340.4**	**(505.1)**
	(c) Other costs pertaining to military personnel				
	Contingent-owned equipment	15 700.0	15 700.0	11 836.9	—
	Death and disability compensation	—	—	—	—
	Subtotal	**15 700.0**	**15 700.0**	**11 836.9**	**—**
	Total, line 1	**24 788.9**	**25 464.2**	**12 200.7**	**(675.3)**
2.	**Civilian personnel costs**				
	(a) Civilian police				
	Mission subsistence allowance	76.1	—	—	76.1
	Travel costs	66.5	60.4	2.7	6.1
	Clothing and equipment allowance	0.4	—	—	0.4
	Subtotal	**143.0**	**60.4**	**2.7**	**82.6**

		(1) Cost estimates/ apportionment	(2) Expenditures[a]	(3) Unliquidated obligations (as at 28 Feb. 1997)	(4) Savings/ (overruns) (1)-(2)
	(b) International and local staff				
	International staff salaries	2 929.5	4 172.7	—	(1 243.2)
	Local staff salaries	258.4	357.2	—	(98.8)
	Consultants	—	21.1	—	(21.1)
	Overtime	—	—	—	—
	General temporary assistance	—	—	—	—
	Common staff costs	1 970.5	2 132.9	42.0	(162.4)
	Mission subsistence allowance	2 029.4	1 958.0	5.4	71.4
	Travel to and from the mission area	203.0	208.9	55.6	(5.9)
	Other travel costs	56.4	129.7	10.9	(73.3)
	Subtotal	**7 447.2**	**8 980.5**	**113.9**	**(1 533.3)**
	(c) International contractual personnel	—	—	—	—
	(d) United Nations Volunteers	866.5	714.9	17.6	151.6
	(e) Government-provided personnel	—	—	—	—
	(f) Civilian electoral observers	—	—	—	—
	Total, line 2	**8 456.7**	**9 755.8**	**134.2**	**(1 299.1)**
3.	**Premises/accommodation**				
	Rental of premises	1 389.4	1 869.2	46.3	(479.8)
	Alteration and renovation of premises	400.0	1 178.0	868.0	(778.0)
	Maintenance supplies	33.9	73.1	3.4	(39.2)
	Maintenance services	42.4	1.3	—	41.1
	Utilities	91.1	184.8	106.3	(93.7)
	Construction/prefabricated buildings	—	21.9	—	(21.9)
	Total, line 3	**1 956.8**	**3 328.3**	**1 024.0**	**(1 371.5)**
4.	**Infrastructure repairs**	—	—	—	—
5.	**Transport operations**				
	Purchase of vehicles	—	—	—	—
	Rental of vehicles	42.9	537.7	112.3	(494.8)
	Workshop equipment	—	—	—	—
	Spare parts, repairs and maintenance	157.7	205.3	2.1	(47.6)
	Petrol, oil and lubricants	162.9	430.4	19.5	(267.5)
	Vehicle insurance	23.4	97.3	2.4	(73.9)
	Total, line 5	**386.9**	**1 270.7**	**136.3**	**(883.8)**

		(1) Cost estimates/ apportionment	(2) Expenditures[a]	(3) Unliquidated obligations (as at 28 Feb. 1997)	(4) Savings/ (overruns) (1)-(2)
6.	**Air operations**				
	(a) Helicopter operations				
	Hire/charter costs	643.1	473.5	—	169.6
	Aviation fuel and lubricants	79.3	59.2	—	20.1
	Positioning/depositioning costs	—	—	—	—
	Resupply flights	—	—	—	—
	Painting/preparation	—	—	—	—
	Liability and war-risk insurance	—	—	—	—
	Subtotal	**722.4**	**532.7**	**—**	**189.7**
	(b) Fixed-wing aircraft				
	Hire/charter costs	1 568.8	1 657.6	144.0	(88.8)
	Aviation fuel and lubricants	675.7	760.3	57.1	(84.6)
	Positioning/depositioning costs	8.0	—	—	8.0
	Painting/preparation	—	—	—	—
	Resupply flights	—	—	—	—
	Liability and war-risk insurance	—	—	—	—
	Subtotal	**2 252.5**	**2 417.9**	**201.1**	**(165.4)**
	(c) Aircrew subsistence allowance	39.0	64.9	14.2	(25.9)
	(d) Other air operations				
	Air traffic control services and equipment	—	—	—	—
	Landing fees and ground handling	216.1	285.1	42.2	(69.0)
	Fuel storage and containers	—	—	—	—
	Subtotal	**216.1**	**285.1**	**42.2**	**(69.0)**
	Total, line 6	**3 230.0**	**3 300.6**	**257.5**	**(70.6)**
7.	**Naval operations**	—	—	—	—
8.	**Communications**				
	(a) Complementary communications				
	Communications equipment	—	29.8	—	(29.8)
	Spare parts and supplies	77.7	58.5	30.4	19.2
	Workshop and test equipment	—	—	—	—
	Commercial communications	289.6	601.8	185.5	(312.2)
	Subtotal	**367.3**	**690.1**	**215.9**	**(322.8)**
	(b) Main trunking contract	—	—	—	—
	Total, line 8	**367.3**	**690.1**	**215.9**	**(322.8)**

	(1) Cost estimates/ apportionment	(2) Expenditures[a]	(3) Unliquidated obligations (as at 28 Feb. 1997)	(4) Savings/ (overruns) (1)-(2)
9. Other equipment				
Office furniture	—	—	—	—
Office equipment	—	—	—	—
Data-processing equipment	—	2.5	—	(2.5)
Generators	—	11.0	—	(11.0)
Observation equipment	—	—	—	—
Petrol tank plus metering equipment	—	—	—	—
Medical and dental equipment	—	—	—	—
Accommodation equipment	—	—	—	—
Refrigeration equipment	—	—	—	—
Miscellaneous equipment	—	10.3	—	(10.3)
Field defence equipment	—	—	—	—
Spare parts, repairs and maintenance	12.0	9.3	—	2.7
Water-purification equipment	—	—	—	—
Total, line 9	**12.0**	**33.1**	**—**	**(21.1)**
10. Supplies and services				
(a) Miscellaneous services				
Audit services	236.7	201.8	201.8	34.9
Contractual services	2 284.2	2 315.9	2 155.4	(31.7)
Data-processing services	—	—	—	—
Security services	16.8	—	—	16.8
Medical treatment and services	35.3	77.2	27.7	(41.9)
Claims and adjustments	2 653.0	2 550.5	906.5	102.5
Official hospitality	3.3	2.1	—	1.2
Miscellaneous other services	8.9	201.3	19.3	(192.4)
Subtotal	**5 238.2**	**5 348.8**	**3 310.7**	**(110.6)**
(b) Miscellaneous supplies				
Stationery and office supplies	35.6	12.9	3.8	22.7
Medical supplies	33.9	8.3	—	25.6
Sanitation and cleaning materials	33.9	13.1	—	20.8
Subscriptions	0.6	0.8	—	(0.2)
Electrical supplies	—	—	—	—
Ballistic-protective blankets for vehicles	—	—	—	—
Uniform items, flags and decals	22.4	7.2	—	15.2

	(1) Cost estimates/ apportionment	(2) Expenditures[a]	(3) Unliquidated obligations (as at 28 Feb. 1997)	(4) Savings/ (overruns) (1)-(2)
Field defence stores	—	—	—	—
Operational maps	—	—	—	—
Quartermaster and general stores	37.6	73.3	34.2	(35.7)
Subtotal	**164.0**	**115.6**	**38.0**	**48.4**
Total, line 10	**5 402.2**	**5 464.4**	**3 348.7**	**(62.2)**
11. Election-related supplies and services	—	—	—	—
12. Public information programmes				
Materials and supplies	34.7	0.6	—	34.1
13. Training programmes	—	—	—	—
14. Mine-clearing programmes	—	—	—	—
15. Assistance for disarmament and demobilization	—	—	—	—
16. Air and surface freight				
Transport of contingent-owned equipment	5 605.8	5 282.7	1 581.7	323.1
Military airlifts	—	—	—	—
Commercial freight and cartage	3 039.2	3 701.6	151.0	(662.4)
Total, line 16	**8 645.0**	**8 984.3**	**1 732.7**	**(339.3)**
17. United Nations Logistics Base, Brindisi	—	—	—	—
18. Support account for peacekeeping operations	286.3	286.3	—	—
19. Staff assessment	1 006.8	1 042.1	—	(35.3)
Total, lines 1-19	**54 573.6**	**59 620.5**	**19 050.0**	**(5 046.9)**
20. Income from staff assessment	(1 006.8)	(1 042.1)	—	35.3
21. Voluntary contributions in kind (budgeted)	—	—	—	—
Total, lines 20-21	**(1 006.8)**	**(1 042.1)**	—	**35.3**
Gross requirements	54 573.	59 620.5	19 050.0	(5 046.9)
Net requirements	53 566.8	58 578.4	19 050.0	(5 011.6)
22. Voluntary contributions in kind (non-budgeted)	—	—	—	—
Total resources	**53 566.8**	**58 578.4**	**19 050.0**	**(5 011.6)**

[a] Total expenditures are inclusive of unliquidated obligations presented in column 3.

Annex II
Supplementary information on the financial performance report for the period from 1 January to 30 June 1996

A. Detailed variances in requirements and costs

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
1. Military personnel costs						
(a) Military observers						1-3
Number of military observers as at 31 December 1995	140		228		Actual number of observers.	
Mission subsistence allowance						
Daily rate						
Accommodation provided		70		—		
Full entitlement		97		97	No observers provided with accommodation.	
Person/days	11 000		13 000		Based on actual repatriation schedule.	
Total cost		1 023 300		1 266 300	*Idem.*	
Travel costs						
Repatriation trips	140		228		Actual number of observers.	
Total cost		378 300		308 400	Lower average cost per trip.	
Clothing and equipment allowance		5 200		2 300	Based on actual entitlements.	
(b) Military contingents						4-10
Standard troop cost reimbursement						
Total strength, person/months	4 260		4 244		Adjustments in repatriation schedule.	
Standard troop costs		4 355 900		4 345 300	*Idem.*	
Clothing and equipment allowance		298 300		296 200	*Idem.*	
Welfare		38 500		82 800	Includes preceding period entitlements.	
Rations						
Reporting period		1 213 800		1 654 100	Additional warehousing and emergency reserve stock costs.	
Prior period				42 000	Prior period charges.	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
Daily allowance						
Reporting period		166 400		165 100	Adjustments in repatriation schedule.	
Prior period				59 700	Prior period charges.	
Meal and accommodation allowance						
Reporting period						
Staff officers		75 500		77 700	Adjustments in repatriation schedule.	
Military police				95 100	Operational requirement.	
Military personnel travel				16 700	Daily subsistence allowance for logistics/movement control personnel.	
Prior period				48 600	Prior period charges.	
Emplacement, rotation and repatriation of troops						
Repatriation travel						
Reporting period	1 741	1 518 700	1 763	692 100	Lower actual costs owing to utilization of UNAMIR air assets.	
Prior period				535 000	Letter-of-assist settlement.	
Other travel costs						
Reporting period		15 000		37 200	Extensive travel during withdrawal period.	
Prior period				39 600	Travel undertaken in prior periods.	
(c) Other costs pertaining to military personnel						11-12
Contingent-owned equipment		15 700 000		3 863 100	Progress payment.	
				11 836 900	Retained for pending claims.	
Death and disability compensation		—		—	No provision.	
2. Civilian personnel costs						
(a) Civilian police						13
Mission subsistence allowance						
Number of person/days	785		66			
Total cost		76 100		—	Cost recorded in preceding period.	
Travel costs						
Repatriation travel						
Number of trips	50		29		Actual number of police.	
Travel costs		66 500		60 400	Lower actual costs.	

Description		Estimate		Actual		Explanation	Supplementary explanation (paras. in sect. B)
		Number of units	Unit/daily/monthly/annual cost (United States dollars)	Number of units	Unit/daily/monthly/annual cost (United States dollars)		
	Clothing and equipment allowance		400		—	Cost recorded in preceding period.	
(b)	*International and local staff*						14-18
	International staff salaries						
	Number of work/months	700		775		Retention of staff owing to operational requirements.	
	Total cost		2 929 500		4 172 700	Retention of staff beyond original deadlines, payroll charges from other mandate periods, recording of late charges.	
	Local staff salaries						
	Number of work/months	565		665		Retention of staff owing to operational requirements.	
	Total cost		258 400		357 200	Retention of staff owing to operational requirements, hiring of casual labour.	
	Consultants						
	Number of consultants	—		2		Civilian police administration (1995), verification of logistical services contract.	
	Total cost		—		21 100		
	Overtime		—		—	No provision.	
	General temporary assistance		—		—	*Idem.*	
	Common staff costs		1 970 500		2 132 900	Repatriation grant, termination indemnity, leave commutation costs.	
	Mission subsistence allowance		2 029 400		1 958 000	Staff on official travel received daily subsistence allowance.	
	Travel to and from the mission area		203 000		208 900	Higher actual costs.	
	Other travel costs		56 400		129 700	Extensive travel during withdrawal and administrative closing.	
(c)	*International contractual personnel*		—		—	No provision.	
(d)	*United Nations Volunteers*						20-21
	Number of work/months.	245		216		Actual number of Volunteers.	
	Total costs		866 500		714 900	Lower actual costs.	
(e)	*Government-provided personnel*		—		—	No provision.	
(f)	*Civilian electoral observers*		—		—	*Idem.*	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
3. Premises/accommodation						23
Rental of premises						
Reporting period		1 389 400		1 298 900	Actual expenditure.	
Prior period				570 300	Prior period charges.	
Alteration and renovation of premises		400 000		310 000	Actual expenditure.	
				868 000	Provision for settlement of claims.	
Maintenance supplies		33 900		73 100	Extensive repairs of premises prior to their return to lessors.	
Maintenance services		42 400		1 300	Minimal routine maintenance owing to planned repairs of premises prior to their return to lessors.	
Utilities						
Reporting period		91 100		109 500	Actual expenditure.	
Prior period				75 300	Prior period charges.	
Construction/prefabricated buildings		—		21 900	*Idem.*	
4. Infrastructure repairs		—		—	No provision.	
5. Transport operations						25-26
Purchase of vehicles		—		—	*Idem.*	
Rental of vehicles						
Reporting period		42 900		379 800	Rental of cargo handling equipment.	
Prior period				157 900	Prior period charges.	
Workshop equipment		—		—	No provision.	
Spare parts, repairs and maintenance		157 700		205 300	Refurbishment of vehicles.	
Petrol, oil and lubricants						
Reporting period		162 900		331 800	Ground transportation of UNAMIR assets.	
Prior period				98 600	Prior period charges.	
Vehicle insurance		23 400		97 300	Additional local insurance requirements.	
6. Air operations						
(a) Helicopter operations						27
Hire/charter costs (3 Bell B-212 helicopters)		643 100		473 500	Charges partially absorbed in the preceding period.	
Aviation fuel and lubricants		79 300		59 200	Additional hours not flown.	
Positioning/depositioning costs		—		—	No provision.	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
Resupply flights		—		—	*Idem.*	
Painting/preparation		—		—	*Idem.*	
Liability and war-risk insurance		—		—	*Idem.*	
(b) Fixed-wing aircraft						28
Hire/charter costs						
L-100		1 298 800		1 371 700	Additional flight hours offset in part by January base hire costs charged to the preceding period.	
B-200		270 000		214 300	Lower actual cost.	
Local charter		—		71 600	Repatriation of contingent.	
Aviation fuel and lubricants		675 700		760 300	Additional flight hours.	
Positioning/depositioning costs		8 000		—	Included in hire/charter costs.	
Painting/preparation		—		—	No provision.	
Resupply flights		—		—	*Idem.*	
Liability and war-risk insurance		—		—	*Idem.*	
(c) Aircrew subsistence allowance		39 000		64 900	Extensive utilization of aircraft outside the mission area.	29
(d) Other air operations						30
Air traffic control services and equipment		—		—	No provision.	
Landing fees and ground handling						
Reporting period		216 100		181 900	Actual charges.	
Prior period				103 200	Prior period charges.	
Fuel storage and containers		—		—	No provision.	
7. Naval operations		—		—	*Idem.*	
8. Communications						
(a) Complementary communications						32
Communications equipment		—		29 800	Prior period charges.	
Spare parts and supplies		77 700		58 500	Utilization of available stocks.	
Workshop and test equipment		—		—	No provision.	
Commercial communications		289 600		601 800	Extensive usage of satellite facilities.	
(b) Main trunking contract		—		—	No provision.	
9. Other equipment						34
Office furniture		—		—	*Idem.*	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
Office equipment		—		—	*Idem.*	
Data-processing equipment		—		2 500	Purchase of software to upgrade local networks.	
Generators		—		1 000	Purchase of generator spare parts.	
Observation equipment		—		—	No provision.	
Petrol tank plus metering equipment		—		—	*Idem.*	
Medical and dental equipment		—		—	*Idem.*	
Accommodation equipment		—		—	*Idem.*	
Refrigeration equipment		—		—	*Idem.*	
Miscellaneous equipment		—		10 300	Settlement of claim for 28 freezers and other miscellaneous purchases.	
Field defence equipment		—		—	No provision.	
Spare parts, repairs and maintenance		12 000		9 300	Utilization of available stocks.	
Water-purification equipment		—		—	No provision.	
10. Supplies and services						
(a) Miscellaneous services						35-38
Audit services		236 700		201 800	Actual requirements for external audit.	
Contractual services						
Logistics support		1 770 000		1 434 000	Revised requirements, pending reconciliation of invoices.	
Medical services under letter-of-assist arrangements		450 000		720 000	Revised requirements, pending receipt of claim.	
Cleaning, trash removal		64 200		80 100	Higher actual requirements.	
Miscellaneous contractual services		—		15 700	Software licensing fees, movers, handymen, barber services.	
Electronic data-processing equipment maintenance contract		—		31 900	Additional requirement.	
Security services		—		34 200	Actual requirements.	
Data-processing services		—		—	No provision.	
Security services		16 800		—	Absorbed under contractual services.	
Medical treatment and services		35 300		77 200	Cost of 84 medical cases.	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
Claims and adjustments						
Commercial and government claims		2 444 000		1 638 000	Settlement of letter-of-assist claims.	
				809 400	Potential liability, claims under review.	
Third-party claims		209 000		6 000	Settlement of claims.	
				97 100	Potential liability claims under review.	
Official hospitality		3 300		2 100	Lower actual expenditure.	
Miscellaneous other services						
Reporting period		8 900		50 900	Underestimation of requirements.	
				24 200	Insurance charges, rental of water purification unit.	
Prior period				126 200	Port cargo handling and documentation fees.	
(b) *Miscellaneous supplies*						39
Stationery and office supplies		35 600		12 900	Utilization of available stocks.	
Medical supplies		33 900		8 300	*Idem.*	
Sanitation and cleaning materials		33 900		13 100	*Idem.*	
Subscriptions		600		800	Higher actual expenditure.	
Electrical supplies		—		—	No provision.	
Ballistic-protective blankets for vehicles		—		—	*Idem.*	
Uniform items, flags and decals		22 400		7 200	Utilization of available stocks.	
Field defence stores		—		—	No provision.	
Operational maps		—		—	*Idem.*	
Quartermaster and general stores		37 600		73 300	Higher actual requirements.	
11. Election-related supplies and services		—		—	No provision.	
12. Public information programmes		34 700		600	Utilization of available stocks, curtailment of programmes.	41
13. Training programmes		—		—	No provision.	
14. Mine-clearing programmes		—		—	*Idem.*	
15. Assistance for disarmament and demobilization		—		—	*Idem.*	

Description	Estimate: Number of units	Estimate: Unit/daily/monthly/annual cost (United States dollars)	Actual: Number of units	Actual: Unit/daily/monthly/annual cost (United States dollars)	Explanation	Supplementary explanation (paras. in sect. B)
16. Air and surface freight						43-45
Transport of contingent-owned equipment						
Reporting period		5 605 800		4 196 600	Lower actual expenditure.	
Prior period				1 086 100	Letter-of-assist settlement.	
Military airlifts		—		—	No provision.	
Commercial freight and cartage		3 039 200				
Ground transportation				1 375 400	Overland transportation of UNAMIR assets.	
Air and surface freight				866 300	Shipment of stores and equipment.	
Customs clearing and freight forwarding				737 800	Charges at exit points in Kenya, Rwanda and the United Republic of Tanzania.	
Packing, warehousing				593 700	Charges at Kigali and exit points in Kenya and the United Republic of Tanzania.	
Port cargo handling				128 400	Charges at Dar es Salaam and Mombasa seaports.	
17. United Nations Logistics Base, Brindisi		—		—	No provision.	
18. Support account for peacekeeping operations		286 300		286 300	No change.	
19. Staff assessment		1 006 800		1 042 100	Higher international staff salary costs.	
20. Income from staff assessment		(1 006 800)		(1 042 100)	Derived from item 19 above.	

B. Supplementary information

Savings/(overruns)
(United States dollars)

1. Military personnel costs

(a) Military observers . . . . . (170 200)

1. The planned and actual deployment of military observers is shown in annexes III and IV.

2. Based on the projected repatriation schedule of military observers, the cost estimate provided for the payment of mission subsistence allowance for approximately 11,000 person/days. In view of the difficulties in arranging for the early departure of the 228 observers on board as at 31 December 1995, some 13,000 person/days were actually required. Moreover, since no suitable and cost-effective accommodation was available, the reduced (accommodation provided) mission subsistence allowance rate of $70 per person per day was not applicable, with all observers receiving the full allowance of $97 per day, hence the resulting additional requirements of $243,000 under this budget line item.

3. The actual cost of repatriating 228 military observers amounted to $308,400, resulting in savings of $69,900 under travel of military observers. Requirements for clothing and equipment allowance were estimated at $5,200, based on the standard costs prorated for the reporting period. The recorded expenditure of $2,300, however, was based on the individual observers' actual entitlements and resulted in savings of $2,900 under this budget line item.

(b) Military contingents . . . . . (505 100)

4. The planned and actual withdrawal schedule of military contingents is shown in annexes III and IV.

5. Based on the projected withdrawal schedule, provision was made for the reimbursement to troop-contributing Governments of troop costs based on a total of 4,260 person/months (130,000 person/days). Owing to minor adjustments to the troop repatriation plan, the actual troop strength in the reporting period totalled 4,244 person/months, all ranks (129,000 person/days), resulting in savings under standard troop cost reimbursement and clothing and equipment allowance of $10,600 and $2,100 respectively.

6. Provision of $1,213,800 for the supply of rations and bottled water to military personnel was based on the approved rations scales and the projected contingents repatriation schedule. While requirements for bottled water were met to a large extent from available stocks, actual expenditures of $1,696,100 included warehousing costs for which no provision had been made in the budget ($368,000), the cost of the emergency reserve rations stock subsequently transferred to UNAVEM ($216,700) and charges pertaining to the preceding mandate period but recorded in the reporting period ($42,000), resulting in net additional requirements of $482,300 under this budget line item.

7. Provision for the recreational leave allowance was based on the standard costs and on the troop strength derived from the projected contingent repatriation schedule. The actual payments of $82,800, however, included leave allowance entitlements pertaining to the preceding mandate period, resulting in additional requirements of $44,300 under this budget line item. The additional requirements under the daily allowance budget line item attributable to the recording in the reporting mandate period of payments pertaining to the preceding period amounted to $58,400.

8. Under the meal and accommodation allowance heading, provision was made for the payment of meal allowance of $30 per person per day to staff officers only. Actual expenditure, however, included payments of meal allowance to staff officers for 2,590 person/days ($77,700) and to the military police for 3,170 person/days ($95,100) provided with allowance since their duty hours did not permit them to take meals at the contingents' mess facilities (alternative arrangements would not have been cost effective). Contributing to the total additional requirements of $162,600 under the meal and accommodation budget line item were daily subsistence allowance payments to military contingent personnel ($16,700) recorded

in part, under this budget line item (see para. 10 below), and charges for meal allowance paid in the preceding mandate period ($48,600).

9. Provision of $1,518,700 was made for the repatriation travel of 1,741 contingent personnel based on group travel arrangements. While repatriation travel of staff officers was arranged on commercial aircraft and reflected under other travel costs budget line item (see para. 10 below), other military contingent personnel departed on the UNAMIR-chartered aircraft, with respective costs absorbed under the fixed-wing aircraft heading, resulting in savings of $826,600. The savings, however, were offset in part by additional requirements of $535,000 arising from the settlement of a claim for the repatriation of a military contingent in the prior mandate period under the letter-of-assist arrangements, resulting in net savings of $291,600.

10. The removal of the contingent-owned equipment from Rwanda and its shipment to various destinations from January to April 1996 necessitated the extensive and frequent travel of the contingent movement control and logistics personnel and contingent drivers (in connection with the overland transportation of assets) to Nairobi, Mombasa and Dar es Salaam. Expenditure of $76,800 recorded under this budget line item comprised charges for the military personnel travel pertaining to the reporting period ($20,300), the repatriation costs of 28 staff officers ($16,900) and the airport departure fees and charges for travel undertaken in the preceding mandate period ($39,600), hence, the additional requirements of $61,800.

(c) Other costs pertaining to military personnel

(i) Contingent-owned equipment . . . . . —

11. From the provision of $15.7 million made in the reporting period, expenditures amounted to $3,863,100. The balance of the provision remains obligated to meet requirements for the reimbursement of pending claims for contingent-owned equipment costs. As at 28 February 1997, a progress payment of $6 million was made to the troop-contributing Governments, inclusive of $3.9 million charged to the accounts of the reporting period, and a total amount of $19.5 million is retained in the Assistance Mission's accounts in unliquidated obligations. In addition, pending completion of a technical and administrative review, there is an estimated amount of $17.5 million in claims for lost and abandoned equipment.

(ii) Death and disability compensation . . . . . —

12. No provision was made under this heading. Requirements for reimbursement to troop-contributing Governments for death and disability compensation payments since the Assistance Mission's inception amounted to $131,700 and were met from provisions made in the previous mandate periods. As at 28 February 1997, of the overall total of 74 cases, including 26 fatalities attributable to service with UNAMIR, 7 claims have been received, with reimbursement effected in respect of 4 cases.

2. Civilian personnel costs

(a) Civilian police 82 600

13. Provision for the civilian police costs was based on the projected police strength of 50 persons to be phased out by 1 February 1996. However, the repatriation of civilian police was accelerated, with 29 persons on board at 31 December 1995, 23 departures reported on 1 January and the remaining 6 police repatriated on 12 January 1996. Charges for mission subsistence allowance and clothing and equipment allowance were recorded in the preceding mandate period, resulting in savings of $76,100 and $400 under these budget line items respectively. The actual repatriation cost of 29 police amounted to $60,400 and resulted in savings of $6,100 under the travel costs budget line item.

(b) International and local staff . . . . . (1 533 300)

14. Annexes III and IV contain detailed information on the authorized, planned and actual deployment and withdrawal schedules of international and local staff.

15. Provision for the international and local staff salary costs was made for 700 and 565 work/months, respectively, inclusive of 180 work/months of international staff in support of the UNAMIR administrative office in Nairobi. Owing to the unforeseen developments described in section II, paragraph 8, of the present report, the actual number of international staff work/months in the reporting period was estimated at 775, of which 202 pertained to staff relocated to Nairobi, and exceeded the budgeted provision by 75 work/months. Additional requirements of $1,243,200 under this budget line item were attributable to the retention of staff in the mission area beyond the originally projected deadlines and to the recording in the reporting period of payroll charges pertaining to other mandate periods, including salary costs of staff from United Nations agencies, owing to the late submission of charges. While the actual number of work/months served by local staff (665) exceeded the budgetary estimate (565) by 100 work/months, additional requirements of $98,800 under local staff salary costs were attributable in large part to casual labour retained by the Mission in order to complete renovation projects and carry out minor repairs of the rented premises prior to their return to lessors.

16. No provision was made for consultants. The additional requirements of $21,100 were attributable to the provision of consultants' services related to the administration of the UNAMIR civilian police component from April to July 1995 and to the verification of the disputed outstanding invoices for logistical support services in the United Nations Operation in Somalia (UNOSOM).

17. Provision for common staff costs was based on standard costs prorated for the reporting period. Additional requirements of $162,400 under this heading were attributable to payments for which no specific provision was made in the budget, such as repatriation grant ($303,300), termination indemnity ($79,300) and commutation of annual leave ($253,300). The actual costs incurred for the repatriation of international civilian staff, for which a separate provision was made in the budget, amounted to $208,900, resulting in additional requirements of $5,900 under travel to and from the mission area.

18. Owing to the unforeseen developments described in section II, paragraph 8, of the present report, the Mission's administrative staff had to undertake numerous trips between Kigali and Nairobi and between Mombasa and Dar es Salaam in order to coordinate the removal and shipment of UNAMIR assets and arrange for the settlement of commercial and government claims against the Assistance Mission, resulting in additional requirements of $73,300 under other travel costs. The reported savings of $71,400 under mission subsistence allowance were attributable to the official travel of international staff during which the daily subsistence allowance was payable in lieu of the mission subsistence allowance.

(c) International contractual personnel . . . . . —

19. No provision was made under the above heading.

(d) United Nations Volunteers 151 600

20. Annexes III and IV contain detailed information on the authorized, planned and actual deployment and withdrawal schedules of the United Nations Volunteers.

21. While provision for the United Nations Volunteers was made for 245 work/months at an average monthly cost of $3,540 per volunteer, the actual number of work/months served was 216, at an average monthly cost of $3,310, resulting in savings of $151,600 under this heading.

(e) Government-provided personnel . . . . . —

(f) Civilian electoral observers . . . . . —

22. No provision was made under the above headings.

3. Premises/accommodation ..... **(1 371 500)**

23. Provision under the above heading was based, in part, on the Assistance Mission's proposed six-month maintenance budget, prorated for the period from 1 January to 8 March 1996, and on the assumptions in respect of UNAMIR's winding down and closing requirements for the subsequent period ending 30 June 1996. As indicated in section II, paragraph 8, of the present report, the Mission incurred additional expenditure as a result of the review and reconciliation of outstanding invoices pertaining to prior mandate periods for the rental of office and accommodation space, warehouses, storage areas, workshops and airport freight terminals ($570,300) and for utilities ($75,300). In addition, expenditures of $1,298,900 in rental payments and $109,500 for utilities were incurred in the reporting period, resulting in the total additional requirements of $479,800 and $93,700 under the rental of premises and utilities budget line items respectively. Additional requirements under maintenance supplies of $39,200 were attributable to the extensive repairs of the rented premises in order to return them to the original configuration upon expiration of leases. While the actual expenditure for renovation and alteration of premises ($310,000) was below the budgeted provision ($400,000), an amount of $868,000 was retained in the Mission's accounts pending completion of a legal review of claims for damage to rented premises, resulting in additional requirements of $778,000 under this budget line item. In view of the planned renovation of premises prior to their return to lessors, maintenance services were limited to routine upkeep jobs, resulting in savings of $41,100 under this budget line item. Additional requirements of $21,900 under construction/prefabricated buildings resulted from the settlement of invoices for 14 prefabricated office and ablution units procured in the preceding mandate period.

4. Infrastructure repairs ..... **—**

24. No provision was made under the above heading.

5. Transport operations ..... **(883 800)**

25. Provision made under the above heading was based, in part, on the Assistance Mission's proposed six-month maintenance budget, prorated as appropriate, and consequently did not fully reflect the Mission's withdrawal requirements. Given the high cost of airlifts, most of the UNAMIR assets were repatriated by sea, requiring overland movement of stores and equipment from Kigali to Dar es Salaam and Mombasa for subsequent loading on to chartered vessels. While expenditure relating to the surface transportation of UNAMIR assets was recorded under the air and surface freight heading, charges for the rental of heavy-duty cargo handling equipment and the cost of petroleum products were recorded under transport operations, resulting in the reported additional requirements under the respective budget line items. Further contributing to additional requirements under the transport operations heading was the unforeseen need to replace cargo handling equipment provided by the logistics contingent of the UNAMIR Force, which withdrew from Rwanda earlier than planned. In addition, as the result of the review and reconciliation of outstanding claims and invoices, payments for services provided during prior mandate periods had to be absorbed in the reporting period (see para. 26 below).

26. Additional net requirements of $494,800 under rental of vehicles budget line item were attributable to the rental of heavy-duty cranes, forklifts and low-bed trailer trucks ($379,800) and charges for services provided during prior mandate periods but recorded in the reporting mandate period ($157,900). Additional net requirements of $267,500 under the petrol, oil and lubricants budget line item arose from the provision of petroleum products to meet the Assistance Mission's local and long-distance hauling requirements ($331,800) and charges absorbed in the reporting period for petrol purchased in the prior mandate periods ($98,600). Extensive refurbishing of UNAMIR-owned vehicles prior to shipment to other peacekeeping missions resulted in additional requirements of $47,600 under the spare parts, repairs and maintenance budget line item. Insurance coverage of the UNAMIR vehicle fleet and contingent-owned

vehicles mandated by local law exceeded the budgetary provision and resulted in additional requirements of $73,900 under the vehicle insurance budget line item.

6. Air operations

(a) Helicopter operations 189 700

27. While contractual provisions for the rental of three Bell B-212 helicopters for a total of 7.5 helicopter/months were implemented as planned, the actual hire/charter charges amounted to $740,500 owing to the higher monthly base hire costs. However, the resulting additional requirements were offset by the underutilization of additional flight hours provided in the budget ($23,200) and a charge made against the accounts of the preceding mandate period for base hire costs incurred in the reporting period ($267,000), resulting in reported net savings of $169,600 under the helicopter hire/charter costs. Savings of $20,100 under the aviation fuel budget line item were attributable to the non-utilization of additional flight hours provided for in the budget. The planned and actual utilization of helicopters is presented in annex V.

(b) Fixed-wing aircraft . . . . . (165 400)

28. Provision was made for the charter of one heavy passenger/cargo Lockheed L-100 and one light passenger Beechcraft B-200 aircraft for a total of 7.2 aircraft/months, at a cost of $1,298,800 and $270,000, respectively. While contractual provisions were implemented as planned, the actual charges for the L-100 aircraft amounted to $1,581,900 owing to the unforeseen cost of the 395 operationally required additional flight/hours as compared with the 195 provided for in the budget (repatriation of contingents, transportation of equipment). In addition, the cost of local charter for the repatriation of contingents originally reflected under the respective budget line item was charged against the fixed-wing aircraft hire/charter costs ($76,100). However, the resulting additional requirements were offset in part by the lower actual charter cost of the B-200 aircraft ($214,300, inclusive of the depositioning costs), and a charge made against the accounts of the preceding mandate period for the L-100 base hire cost for the month of January 1996 ($214,700). This resulted in net additional requirements of $88,800 under fixed-wing aircraft hire/charter costs. Additional requirements of $84,600 for aviation fuel were attributable to additional hours flown by the L-100 aircraft. The planned and actual utilization of fixed-wing aircraft is presented in annex V.

(c) Aircrew subsistence allowance . . . . . (25 900)

29. Additional requirements of $25,900 under aircrew subsistence allowance were attributable to the extensive utilization of the L-100 aircraft outside the mission area.

(d) Other air operations . . . . . (69 000)

30. Additional requirements of $69,000 under the above heading resulted from the settlement of prior period claims for overflight fees, landing fees and ground handling filed by aviation authorities of one of the countries neighbouring Rwanda.

7. Naval operations . . . . . —

31. No provision was made under the above heading.

8. Communications

(c) Complementary communications . . . . . (322 800)

32. Provision made under the above heading was based, in part, on the Assistance Mission's proposed six-month maintenance budget, prorated as appropriate, and consequently did not fully reflect the Mission's withdrawal requirements. While no provision was made for communications equipment, purchase of two 10 kVA uninterrupted power source units with ancillary equipment ($27,900) and testing devices ($1,900) was necessary to ensure serviceability of the two earth satellite stations in Nairobi and Kigali, resulting in additional requirements of $29,800 under this budget line item. Actual expenditures under commercial communications amounted to $601,800 and included $553,600 for the satellite usage and other telephone, telex and fax charges (after reduction by $53,700 owing to collections from UNAMIR staff for personal telephone calls) and $48,200 for pouch services, resulting in additional requirements of $312,200 under this budget line item. The utilization of spare parts and miscellaneous communications supplies available from UNAMIR stocks resulted in savings of $19,200 under spare parts and supplies.

(b) Main trunking contract . . . . . —

33. No provision was made under the above heading.

9. Other equipment . . . . . —

34. Provision of $12,000 under the above heading was made only for spare parts, repairs and maintenance. While most of the Mission's requirements were met from the existing stocks and supplies, resulting in savings of $2,700 under this budget line item, certain items were not available and had to be procured (exhaust tubing, chain shackles, air, fuel, oil filters, a diesel injector tester for generators and LAN software to upgrade the UNAMIR electronic data-processing systems). This led to additional requirements under generators ($11,000) and data-processing equipment ($2,500). Additional requirements of $10,300 reported under miscellaneous equipment were attributable to the settlement of a claim for 28 chest freezers ($9,200) and other miscellaneous equipment ($1,100) for which no provision had been made in the budget.

10. Supplies and services

(a) Miscellaneous services . . . . . (110 600)

35. Expenditures from the provision made for the Assistance Mission's share of the external audit funding amounted to $201,800 and resulted in savings of $34,900 under the audit services budget line item.

36. Under contractual services, provision totalling $2,220,000 was made for the logistic support service contract for water distribution, fuel operations, equipment maintenance, general services, warehousing management and airfield operations ($1,770,000) and for the continuation of medical services under letter-of-assist arrangements with the Government of Norway ($450,000). Additional provision was made for cleaning and trash removal services ($64,200). Pending receipt and reconciliation of invoices from the contractor and submission of a final claim from the Government of Norway, the amount totalling $2,154,000 was obligated to meet the cost of logistic support and medical services. While expenditures for trash collection and hauling and septic tank cleaning services amounted to $80,100, additional expenditures were incurred for miscellaneous contractual arrangements, such as barber services for military personnel, software licensing fees, grounds maintenance in Nairobi and services of movers and handymen ($15,700). Additional net requirements of $31,700 under contractual services were attributable to the electronic data-processing equipment maintenance and repair contract for which no separate provision had been made in the budget ($31,900) and to the recording under this heading of expenditure related to the provision of security services in Kigali and Nairobi ($34,200), resulting in non-utilization of the provision made under the security services budget line item.

37. Actual expenditure under medical treatment and services in respect of 84 cases beyond the capability of UNAMIR medical facilities (specialists, such as ophthalmologists and opticians, and hospitalizations) amounted to $77,200 and resulted in additional requirements of $41,900 under this budget line item. Under the miscellaneous other services budget line item, provision of $8,900 was made for miscellaneous charges such as postage for personal mail of military contingent personnel, bank charges and miscellaneous legal fees. However, actual expenditure totalled $201,300 and included bank fees ($27,300) and charges for miscellaneous services such as postage, delivery and parking fees ($23,600), as well as charges for the UNAMIR share of the United Nations malicious acts insurance coverage ($13,500) and rental of water-purification unit ($10,700), and the port cargo handling and documentation fees at Dar es Salaam pertaining to the prior mandate periods ($126,200), resulting in additional requirements of $192,400 under this budget line item.

38. Provision of $2,653,000 for claims and adjustments included an amount of $2,444,000 to cover potential financial liability arising from the settlement of commercial and government claims against the United Nations for goods and services provided to UNAMIR, as well as $209,000 for third-party claims. Actual expenditure totalling $2,550,500 included $1,638,000 in disbursements for the provision of goods under letter-of-assist arrangements for which no budgetary provision had been made in the related mandate periods, and $906,500 in unliquidated obligations for claims under review, resulting in savings of $102,500 under this budget line item. Savings of $1,200 under the official hospitality budget line item were attributable to lower than originally estimated requirements for hospitality expenditures.

(b) Miscellaneous supplies 48 400

39. Savings of $22,700 under stationery and office supplies, $25,600 under medical supplies, $20,800 under sanitation and cleaning materials, $15,200 under uniform items, flags and decals were attributable to the utilization of available stocks, supplies and materials, resulting in limited procurement requirements. Actual expenditures for subscriptions to newspapers and magazines of $800 resulted in additional requirements of $200 under this budget line item. While provision for quartermaster and general stores was based on the estimated monthly expenditures of $10,000, the actual cost of miscellaneous supplies (paper products, hardware supplies) and packing and packaging supplies and materials (cardboard cartons, packing tape, twine, cord) averaged $20,000 and resulted in additional requirements of $35,700 under this budget line item.

11. Election-related supplies and services ..... —

40. No provision was made under the above heading.

12. Public information programmes **34 100**

41. Provision for technical maintenance of the UNAMIR radio broadcast equipment was based on 10 per cent of the purchase price of the equipment, while supplies and materials were budgeted at the rate of $5,000 per month prorated as appropriate. Actual expenditures, however, amounted to $600 owing to the utilization of available spare parts and stocks and the curtailment of public information activities during the Mission's final mandate period, hence the reported savings of $34,100 under this heading.

13. Training programmes ..... —

14. Mine-clearing programmes ..... —

15. Assistance for disarmament and demobilization ..... —

42. No provision was made under the above headings.

16. Air and surface freight ..... **(339 300)**

43. The Assistance Mission's asset removal plan envisaged utilization of the most cost-efficient schedules and itineraries and was based on the military contingent repatriation schedule and on the projected timetable for the transfer of UNAMIR-owned stores and equipment to other peacekeeping missions or to the United Nations Logistic Base at Brindisi for storage. While the repatriation of the contingent-owned equipment proceeded largely as planned, the withdrawal and shipment schedules of the United Nations-owned equipment had to be changed and finalized at short notice owing to the unforeseen developments described in section II, paragraph 8, of the present report, resulting in additional storage, freight forwarding and overland transportation charges under commercial freight and cartage.

44. From the provision for the transportation of the contingent-owned equipment of $5,605,800, expenditures totalled $4,196,600 and included $1,150,000 for air and surface freight and $3,046,600 for ground transportation. However, the resulting savings were offset by additional requirements of $1,086,100 arising from the settlement of a claim for the repatriation during the prior mandate period of contingent-owned equipment under a letter-of-assist arrangement. This resulted in the net savings of $323,100 under this budget line item.

45. Provision made for commercial freight and cartage amounted to $3,039,200. Expenditures totalled $3,701,600, resulting in additional requirements of $662,400, as follows:

(a) Air and surface freight ($866,300);

(b) Ground transportation ($1,375,400);

(c) Customs clearing and freight forwarding ($737,800);

(d) Warehousing, storage and demurrage ($576,400);

(e) Seaport cargo handling ($128,400);

(f) Packing and packaging ($17,300).

17. United Nations Logistics Base, Brindisi ..... **—**

46. No provision was made under the above heading.

18. Support account for peacekeeping operations ..... **—**

47. The estimated amount authorized under this heading was transferred to the support account for peacekeeping operations.

19. Staff assessment ..... **(35 300)**

48. Additional requirements under staff assessment were attributable to additional requirements under staff costs shown in budget line item 2 (b).

20. Income from staff assessment **35 300**

49. This amount is derived from item 19 above.

Annex III
Authorized staffing, incumbency and vacancy rates for the period from 1 January to 30 June 1996

Personnel category	Authorized 1-31 Jan.	Actual 31 Jan.	Authorized 1 Feb.-8 Mar.	Actual 29 Feb.	Actual 8 Mar.	Authorized 9 Mar.-19 Apr.	Actual 31 Mar.	Actual 19 Apr.	Authorized 20 Apr.-31 May	Actual 30 Apr.	Actual 31 May	Authorized 30 June	Actual 30 June
Military personnel													
Military observers	140	228	140	154	146	145	146	—	—	—	—	—	—
Vacancy rate (percentage)		(63)		(10)	(4)		(1)	100					
Military contingents	1 741	1 507	1 260	1 251	1 244	1 250	669	5	—	—	—	—	—
Vacancy rate (percentage)		13		1	1		45	99.7					
Total, military personnel	**1 881**	**1 735**	**1 400**	**1 405**	**1 390**	**1 395**	**815**	**5**	**—**	**—**	**—**	**—**	**—**
Vacancy rate (percentage)		**7.8**		**(0.4)**	**0.7**		**56.7**	**99.7**					
Civilian personnel													
Civilian police	—	—	—	—	—	—	—	—	—	—	—	—	—
International staff													
Under-Secretary-General	1	1	1	1	1	1	1	1	—	—	—	—	—
Assistant Secretary-General	1	—	1	—	—	—	—	—	—	—	—	—	—
D-2	1	1	1	1	1	1	1	1	—	—	—	—	—
D-1	4	3	4	3	3	1	3	1	—	1	1	—	1
P-5	4	4	4	4	4	4	4	2	1	—	—	1	—
P-4	8	7	8	7	7	8	7	6	4	5	5	2	3
P-3	18	11	18	11	11	10	11	7	5	5	4	5	4
P-2/1	6	5	6	5	5	5	5	3	2	2	2	2	2
Subtotal	43	32	43	32	32	30	32	21	12	13	12	10	10
Vacancy rate (percentage)		26		26	26		(7)	30		(8)	—		—
Field Service	53	78	53	78	78	66	78	64	27	31	30	23	27
General Service (Principal level)	7	7	7	7	7	7	7	7	7	7	7	7	7
General Service (Other level)	84	52	84	50	50	55	50	47	11	15	13	9	9
Security Service	—	3	—	3	3	3	3	1	—	—	—	—	—
Subtotal	144	140	144	138	138	131	138	119	45	53	50	39	43
Vacancy rate (percentage)		3		4	4		(5)	9		(18)	(11)		(10)
Total, international staff	**187**	**172**	**187**	**170**	**170**	**161**	**170**	**140**	**57**	**66**	**62**	**49**	**53**
Vacancy rate (percentage)		**8**		**9**	**9**		**(6)**	**13**		**(16)**	**(9)**		**(8)**
Local staff	161	212	161	186	178	161	170	29	14	29	14	14	14
Vacancy rate (percentage)		(32)		(16)	(11)		(6)	82		(107)	—		—
United Nations Volunteers	63	63	63	63	63	56	63	10	10	10	10	7	7
Vacancy rate (percentage)		—		—	—		(13)	82		—	—		—
Total, civilian personnel	411	477	411	419	411	378	403	179	81	105	86	70	74
Vacancy rate (percentage)		**(9)**		**(2)**	**—**		**(7)**	**53**		**(30)**	**(6)**		**(6)**

Annex IV
Planned and actual deployment of civilian and military personnel for the period from 1 January to 30 June 1996

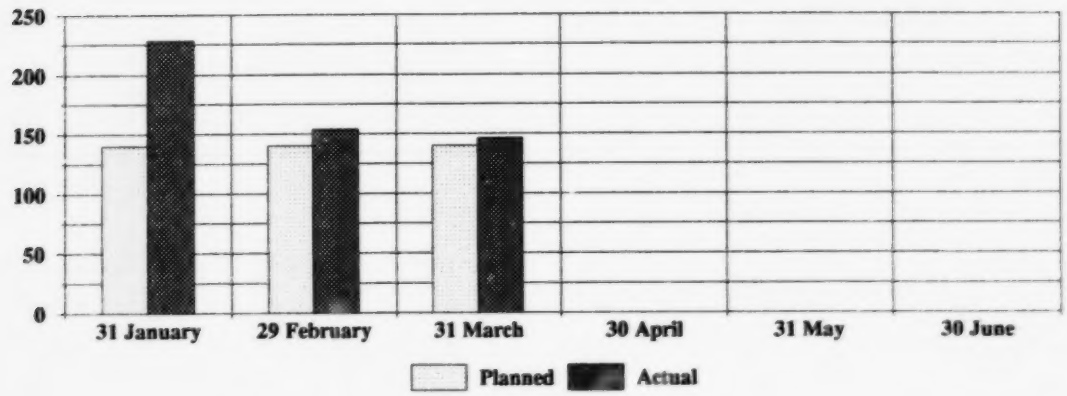
A. Summary table

	Strength as at					
	31 January	*29 February*	*31 March*	*30 April*	*31 May*	*30 June*
Military observers						
Planned	140	140	140	—	—	—
Actual	228	154	146	—	—	—
Difference	(88)	(14)	(6)	—	—	—
Military contingents						
Planned	1 741	1 260	1 250	—	—	—
Actual	1 507	1 251	669	—	—	—
Difference	234	9	581	—	—	—
International staff						
Planned[a]	159	159	161	57	57	49
Actual	172	170	170	66	62	53
Difference	(13)	(11)	(9)	(9)	(5)	(4)
Local staff						
Planned	161	161	161	14	14	14
Actual	212	186	170	29	14	14
Difference	(51)	(25)	(9)	(15)	—	—
United Nations Volunteers						
Planned	63	63	56	10	10	7
Actual	63	63	63	10	10	7
Difference	—	—	(7)	—	—	—

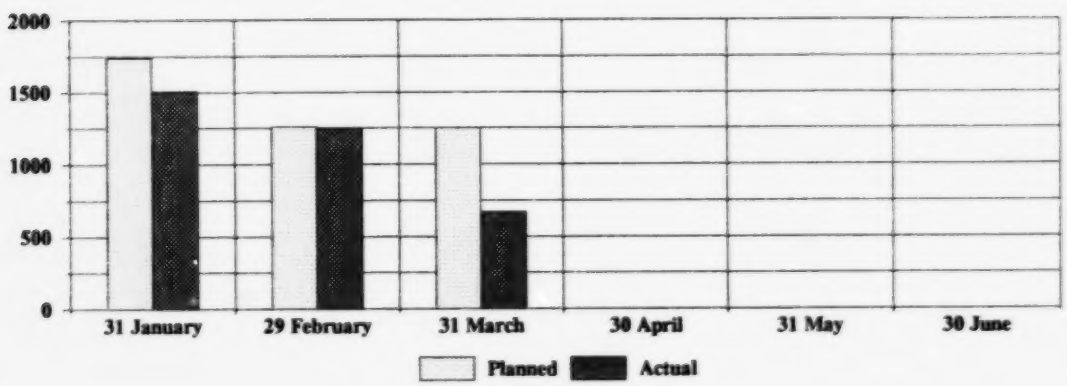
[a] Reflects a 15 per cent vacancy rate for the period from 1 January to 8 March 1996 (A/50/712, annex XII).

B. Breakdown by personnel category

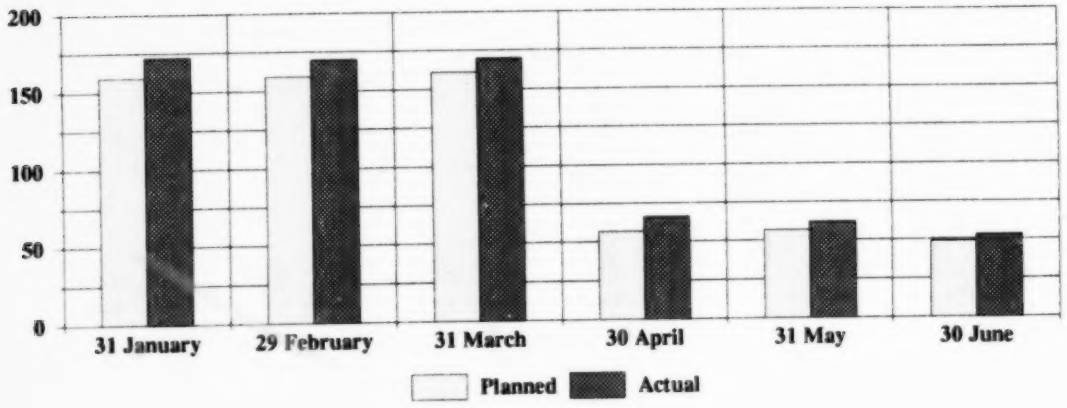
1. Military observers



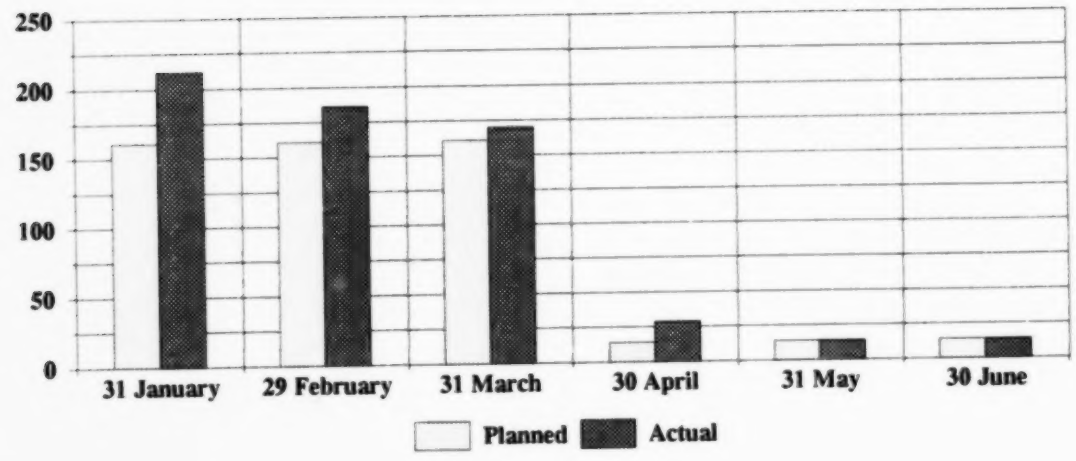
2. Military contingents



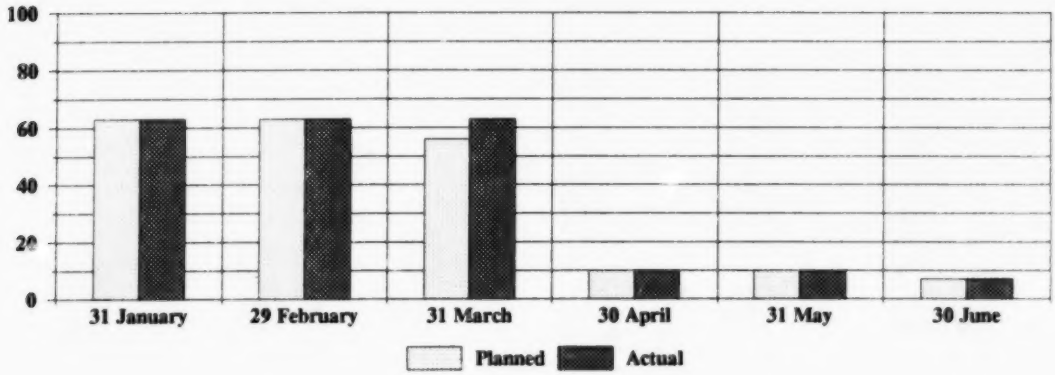
3. International staff



4. Local staff



5. United Nations Volunteers



Annex V
Planned and actual utilization of helicopters and fixed-wing aircraft for the period from 1 January to 20 April 1996

(United States dollars)

	Aircraft type	*Number of aircraft*	*Total aircraft/ months (rounded)*	*Monthly hire cost per aircraft*	*Base hire cost*	*Additional hours per aircraft per month*	*Cost per additional hour*	*Number of additional hours*	*Total cost of additional hours*	*Total hire cost*	*Fuel consumption (litres)*	*Fuel cost*[a]	*Painting*	*Positioning/ depositioning*	*Insurance*	*Total cost*
A. Helicopters (explanations provided in annex II, para. 27)																
Planned	B-212	3	7.5	82 100	616 000	18.1	200	135.6	27 100	643 100	180 200	79 300	–	–	–	722 400
Actual	B-212	3	7.5	93 620	736 620	2.6	200	19.4	3 880	740 500	143 800	59 200	–	–	–	799 700
Savings/(overruns)										**(97 400)**		**(20 100)**				**(77 300)**
B. Fixed-wing aircraft (explanations provided in annex II, para. 28)																
Planned	L-100	1	3.6	275 050	987 500	54.2	1 595	195.2	311 300	1 298 800	1 384 500	609 200	–	–	–	1 908 000
Actual	L-100	1	3.6	264 280	951 400	109.7	1 595	395.0	630 500	1 581 900	1 662 600	712 400	–	–	–	2 294 300
Planned	B-200	1	3.6	75 000	270 000	–	–	–	–	270 000	151 100	66 500	–	8 000	–	344 500
Actual	B-200	1	3.6	51 720	186 200	19.5	400	70.2	28 100	214 300	110 125	47 900	–	–	–	262 200
Total, fixed wing aircraft																
Planned		2	7.2							1 568 800		675 700	–	8 000	–	2 252 500
Actual		2	7.2							1 796 200		760 300	–	–	–	2 556 500
Savings/(overruns)										**(227 400)**		**(84 600)**		**8 000**		**(304 000)**

[a] Fuel cost per litre

Planned $0.44

Actual $0.43